

SOCIAL SCIENCES

PUBLIC RELATIONS JOURNAL

JANUARY

1957

75 CENTS

A JOURNAL OF OPINION IN THE
FIELD OF PUBLIC RELATIONS PRACTICE



ON PERSUASION:

"I would like to see you use persuasion to get our people to recognize responsibilities in this troubled world..."



ON PREVENTING A WAR:

"I like to feel that I have faith—faith in our religious civilization and the concept of dignity of the human individual, which stems from it. If our people remain true to that concept, and if we can only get a unity of the free people, then there is no power in the world that can stop us..."



General Alfred M. Gruenther

ON UNDERSTANDING OTHER NATIONS:

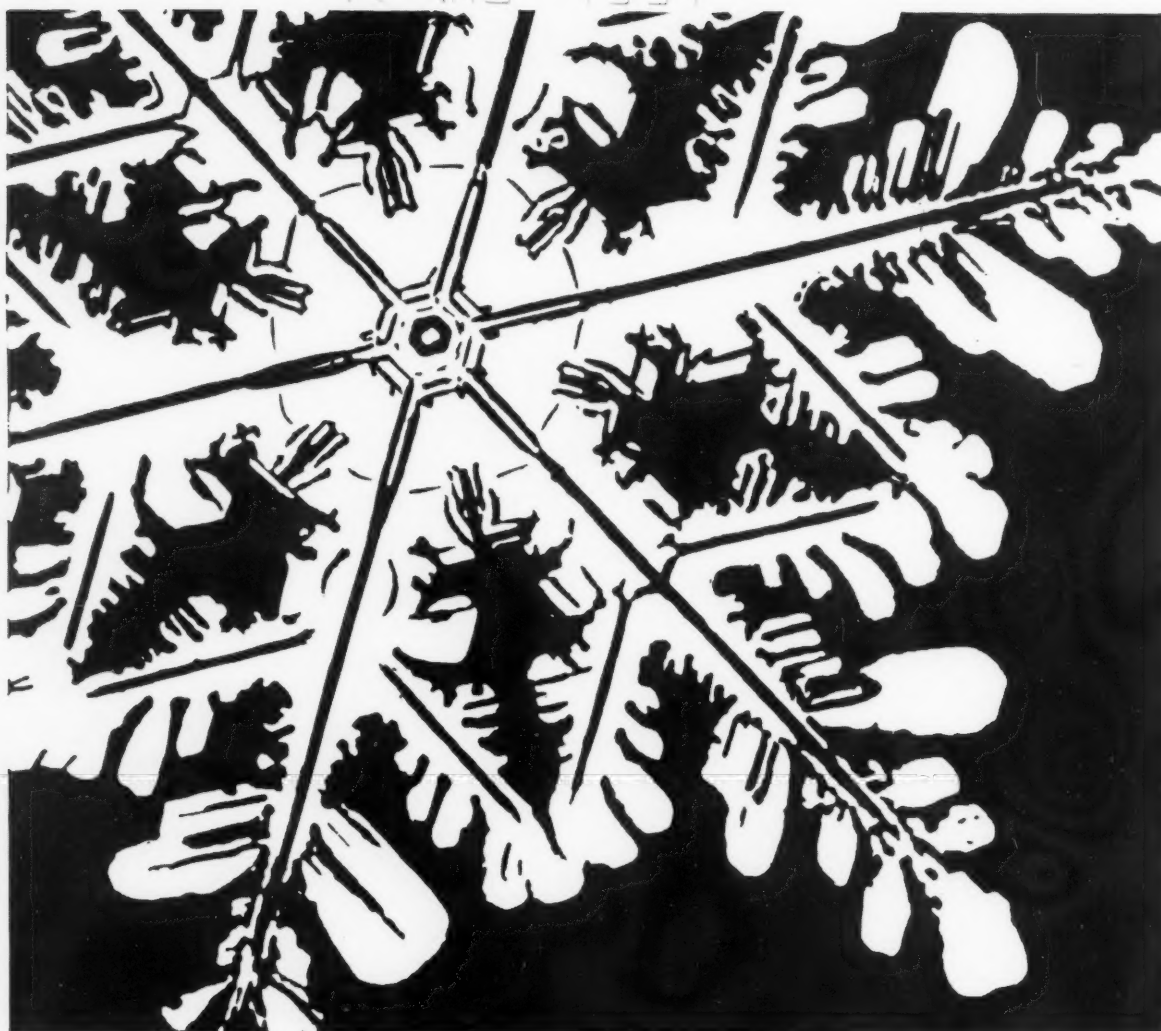
"Your profession can make a tremendous contribution. I would like to see you take an even more active role in eliciting the support for this cause which I feel..."



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1956 NINTH NATIONAL CONFERENCE ISSUE:

Profile of a Profession	Dan J. Forrestal	3
NATO—Its Progress and Problems .	General Alfred M. Gruenther	4
The Presidential Report	W. Howard Chase	6
Panels		8
1957 PRSA Officers		12
Where is the Public Relations Man Management Wants Coming from in 1965?		14
1956 Exhibits		16
Index to the 1956 Public Relations Journal		22



W. HOWARD CHASE
*President
 PRSA, 1956*



DAN J. FORRESTAL
*President
 PRSA, 1957*

Editorial

THE BRAVE MEN — AND WOMEN — AT MILWAUKEE

The airplanes came sliding down the beam, breaking out under a 400-foot ceiling. The trains arrived. Motor cars found parking space. Out of them all stepped some 1,200 or more men and women with a common purpose. They were "going to the Milwaukee meeting."

It is possible that the Ninth Annual Public Relations Conference at Milwaukee could be called "the best." The evidence? Let us see . . .

The attendance was the largest of any PRSA meeting.

A good many of the participants arrived on Sunday, November 25, before the conference really got under way; and, a good many of them were still on hand on Wednesday, November 28, after the official farewells had been said.

The conference was impressive in terms of "representation." Companies as large as General Motors were represented, but so were companies with only a handful of employees. Executives of the major counselling firms were on hand. People from California and New York, from Kalamazoo and Texas, from big cities and small towns: they were there.

Impressive, too, was the effort to participate. People actually got up and went to the 9 A.M. meetings; and in the late (or draggy) part of the afternoon they were still at it. Taking notes. Talking. Questioning. Listening. Criticizing, too—because that's part of any convention. You didn't like that last speaker? Well, speak up!

And, the panels and clinics and workshop meetings

were impressive as well. They seemed to be going on everywhere—twenty-three such sessions in two of the three days. There were plain and practical clinics—"Public Relations as a Sales Tool"—and there were some that dealt with more arcane subject matter—"Social Science Research in Public Relations."

The small talk was part of the big talk. The elevator door was closing just as the man said, "I don't get that overhead factor at all . . ." or, "I not only don't want four colors—I don't want *any* colors!" Or, "That research stuff is all very well, but I can't sell it in a million years." Or, "That on-the-job training stuff is great—if somebody else will do it." It is possible that for every word said formally at the meetings, two words were said elsewhere. It was all part of the big picture.

Nobody needed a measuring device to sense the increased emphasis on professionalism. There was talk about ethics, the difficulty of defining "malpractice," higher standards for admission of PRSA members. There was even some guarded talk about the bugaboo: the idea of State licensing for public relations practitioners.

It would be foolish to suppose that, in one issue of the JOURNAL, one could adequately report precisely what went on at Milwaukee. The articles and reports in this issue represent only a few obvious highlights. Some millions of uncounted words were uttered, and perhaps some of the better words are still echoing in the corridors of the Schroeder Hotel.

In any case, only a few of the recorded words are reproduced here. We hope they are among the better ones.

The absolutely insatiable reader, who regrets that Clinic X got left out, may take some small and chilly comfort from two facts: (a) participants in the workshop and general meetings are said to have outlines or copies of their talks—available from them on request; (b) the JOURNAL in ensuing issues will explore at greater length some of the many subjects touched on at Milwaukee. One thing we can safely say about *all* public relations people: they are seldom inarticulate.



Profile of a Profession

by DAN J. FORRESTAL
1957 President PRSA
Manager of Public Relations
Monsanto Chemical Co.



PROFILE OF A PR MAN
Dan J. Forrestal

The JOURNAL presents the following excerpts from Mr. Forrestal's speech, "Profile of a Profession," which was given at the November 27 luncheon.

I should like to make a few observations about our past, a few about our present, and also to cast a few cautious glances into the near future. I should like to invite all of you to join with me and to examine the impressions made by: 1) public relations people; 2) public relations programs; and 3) PRSA.

First, let's talk about PR people. What impression have they been making lately? What viewpoints are visible?

We might as well begin with a few journalistic viewpoints — remembering that journalists know us best through our press relations programs and further remembering that many journalists still love to call us press agents, publicists and the like. Let's start with an observation made by *Fortune* magazine about this time last year. Said *Fortune*: "They (public relations people) seem beset with all sorts of complexes and doubts as to their own worthiness." Also, *Fortune* added: "Among honest and competent PR people, there is a noticeable hypersensitivity as to status, and a strong drive toward professionalization."

Another contemporary chronicler,

DAN J. FORRESTAL, manager of public relations for Monsanto Chemical Co., St. Louis, is the 1957 national president for PRSA. A native of St. Louis, Mr. Forrestal was with the St. Louis *GLOBE-DEMOCRAT* for 19 years, serving as feature editor, picture editor, war correspondent and assistant managing editor until 1947 when he joined Monsanto. He has been vice president of the Society for the past year and served as secretary in 1954.

Retailing Daily, joined the parade on September 27, when Columnist Don Baines called "the public relations office" the "newest threat to uncensored news" and from there on he expressed deep unhappiness about the way "a guy named A. Spokesman" is always finding his way into the news columns instead of actual names of actual people.

Returning to the same issue of *Fortune*, we encounter PR men rather than journalists in the throes of expression; and in defining the activity of public relations people, one well-known PR personality states that we deal "with a complex constellation of dynamic forces."

Now let's pause and ask what impressions are made by those who indicate they can engineer consent. To begin with, it's bad public relations, in my view, for a public relations man to imply that he is Svengali and that the public is his Trilby. Furthermore, the very wisest of our wizards is a man without a hex, a man without the long, formal opera cape. He is not a man who specializes in engineering of consent.

Many other viewpoints are being expressed constantly about public relations. If all of us believed that publicity in itself is good public relations, we could rejoice that our own public relations is in pretty good shape—for we're surely not being ignored. Perhaps there is some significance to the fact that thoughtful writers are giving more serious attention to public relations year by year. The actual impressions that other people have should be at least one of our major matters of concern.

A study distributed by the National Industrial Conference Board early this month, entitled "Public Relations In

Industry," is in itself an important endorsement from a respected and objective organization. Considering that this study required more than two years of work, and further considering that it involved a very intimate look into the PR operations of 13 companies, we should be encouraged by its findings and appreciative of the PR work it will do for PR.

To get a more accurate view of the role of the public relations man, one might remember that whether he works for a corporation or counselling firm or non-profit organization, he draws constantly upon an increasing body of knowledge and experience concerning public opinion, concerning channels and media of communication, concerning human relationships.

For the purpose of definition, most of the public relations people I know believe with an ardent fervor that good public relations simply means obtaining merited recognition, understanding and acceptance for the causes they represent. And if I may be permitted a strong personal opinion on their activities, I should say they are not propagandistic manipulators—not simply because they do not know how to hypnotize, but also because they possess a sense of morality which prompts them to provide an ethical, professional service to their managements, to their clients and to society. The fact that an occasional scoundrel aims in other directions is nothing more than a latter-day echo of a problem which has beset law and medicine and other professions since the earliest days of their societies.

As a further thought concerning professional status, let me point out that

Continued on Page 21

"NATO" — Its Progress and

by General Alfred M. Gruenther

My purpose this evening is to indicate to you the struggle that is taking place now in Europe, and how difficult it is going to be to win it.

It was for that purpose and because of that fact that the North Atlantic Treaty Alliance was signed in April of 1949. It was because of that stern reality that President Eisenhower, then General Eisenhower, went to Europe in January of 1951, to organize the defenses. Specifically his mission was to defend the NATO area of Europe—a distance, from the north of Norway to the eastern borders of Turkey, of four thousand miles.

It is well to recall what the state of the world was at that time. The new and better world that we had hoped for at the end of world war two had become one where Soviet imperialism was again on

the march, as evidenced by such incidents as the Czechoslovakian coup, the Berlin Airlift, and at that moment when he landed in Paris, the Korean enterprise had a very, very low ebb, and it looked then as though it might be a matter of weeks until the United Nations forces would be ejected from the Korean peninsula, and as a result the morale of Europe and of the entire free world was very low.

From a standpoint of forces he had precious little, but what was even worse was the fact that the forces that we did have could not be utilized effectively because there was no common strategic concept for the defense of this area.

Now, almost six years later, I can tell you that the situation has improved considerably, and I can assure you that the resistance that we would put up against an aggressor force would be a very vigorous one.

The forces are four to five times as strong as then. But above all, the principle of collective security has been adopted by the member countries, and we have now in existence there, a defensive organization, with a headquarters at Oslo for the defense of Norway and Denmark, a headquarters at Fontainebleau for the defense of the central sector, a headquarters at Naples for the defense of Italy, Greece and Turkey, and a fourth headquarters at Malta for the defense of the Mediterranean lines of communication.

All four of those headquarters have plans coordinated in accordance with an overall concept and those plans could be implemented this very evening if an attack should take place.

Now all of that is very good progress, but of course it still raises the question, whether or not we are yet strong enough to be able to guarantee that we could defend against an act of aggression all of this area.

The answer is "No, we are still not yet that strong." It would be almost a miracle if we had gained that strength in this short period considering the low level that our forces had reached at that time.

However, we still have to an overwhelming degree a retaliatory air capacity which would, because of the very nature of offensive air power now, create

tremendous destruction against an aggressor.

That is because as of now, today, our planes can fly so high and so fast and we have the bases from which they can be launched. The offensive power is ahead of the defense and they could not be stopped.

That is a very strong deterrent, and I make that point because actually the basic philosophy behind NATO strategy is to stop a war from taking place. If it does take place there is going to be tremendous destruction, make no mistake about that. But if we are able to remain firm and use this retaliatory capacity in case of emergency, it is my belief that we are going to be able to prevent that war from taking place.

Now what is the force that is against us? The Soviets have the largest land army in the world, the most effective one in the history of peacetime. They have 175 land divisions and by and large these divisions are good ones. In air power they have approximately 20,000 airplanes. Not all of those are good yet, but they're improving. They have been developing new planes, but in long range air power they are still considerably behind us. Whether they will be five years from now is another question.

In the third element of power, naval power, their surface fleet is still relatively weak, but they are concentrating on their submarine fleet, and they have now a fleet in excess of 400. And just so that figure is meaningful to you, you should know that when the Germans went to war in 1939, they had fewer than 75 submarines. The Soviets last year built more than 80 submarines, which incidentally is more than the entire free world.

I can tell you why they have an army. Not only has it a wartime value, but it has a peacetime value. You have seen that army in operation in Hungary in recent weeks. I can tell you why they have an air force, because it also has a cold war value. But submarines you never see. Submarines are distinctly and definitely, as we see it, a war machine.

I simply am trying to analyze what their elements of strength are, and I can tell you that this military machine is a formidable one. The Satellite forces have been relatively ineffective thus far and

GENERAL ALFRED M. GRUENTHER, recently retired Supreme Commander of the North Atlantic Treaty Organization and Commander-in-Chief of the U. S. European Command, assumed presidency of the American Red Cross at the beginning of this month.

General Gruenther, a native of Platte Center, Nebraska, was appointed to his NATO position in 1953. His first introduction to NATO was in 1951 when he was named Chief-of-Staff of Supreme Headquarters, Allied Powers, Europe.

A high-ranking graduate of West Point, the General served in routine peacetime assignments from 1919 to 1941. In 1941 he became Chief-of-Staff of the Third Army under Lt. General Walter Krueger. The General acted as Deputy Chief-of-Staff of Allied Forces Headquarters under General Eisenhower in 1942. In 1943 he was named Chief-of-Staff of General Mark W. Clark's Fifth Army. In 1945 he became Deputy Commanding General of the U. S. Forces in Italy. He was later appointed Deputy Commandant of the National War College. The General acted as Director of the Joint Staff to prepare strategic plans from 1947 to 1949. In 1949 he was named Deputy Chief-of-Staff for Plans at Army Headquarters.

General Gruenther holds many honors, including the Distinguished Service Medal, the Legion of Merit and the French Legion of Honor. He was promoted to his present rank of General in 1951.

Problems

they have not figured prominently in the Soviet bloc-power. The events of the last two months have caused them to discount them even farther. But as far as the Soviet power is concerned, that continues to increase.

One other element of their power is in their economic side. They have economic difficulties but by reason of their dictatorial power, by reason of collection of authority within the hands of a few, by reason of an absolutely controlled economy, they're able to put priority in certain areas and make great progress in those areas.

And their most recent five-year plan again concentrated on heavy industry, the kind of industry which would be very valuable in case of a conflict. This, one must realize, has caused some internal problems for them, because concentrating on that type of effort has meant that the people have had to suffer.

We have, then, on their side a very strong military machine. On our side, there is a force which has been growing stronger, with which we aim to be able to defend this area of Europe, but at this time we are not that strong. We will be that strong when the German contribution is effective. Meanwhile, we have an overwhelming air retaliatory capacity and it is a significant element in the current force.

A military security not only consists of the military factor, which I have just outlined, but it consists also of the economic side, the political side, and above all the psychological side.

I would like to speak now on the psychological side because I feel that that area is where you people can make a significant contribution. The purpose of the North Atlantic organization to stop a war from taking place was based on the principle that an attack on one would be considered as an attack on all. It required, therefore, a high degree of unity; it requires a great wisdom to administer it. It requires above all a faith on the part of the people that it is an effective instrument for preserving the peace.

When Gen. Eisenhower came to Europe, in looking over what our resources were as against those of the other side, he found in the Satellite area a large number of Soviet airfields so he said,



General Gruenther at a press conference in Milwaukee.

"Well, how do we stand on airfields?" We got out a map for him; in the NATO area of Europe we showed him 20 airfields, a very overwhelming superiority for the other side. He came to a quick decision, and said "What we must do is build airfields," which was a correct decision.

But how does an alliance go about building airfields? How do you decide what share each country is going to pay?

The experts argued this point for a period of 14 months without getting an answer. Nobody got angry in these discussions, but when the collection box was passed around, there was nothing put into the box. So you had a situation of time going by without reaching an answer to this problem. Finally they came to the conclusion that reasonable people couldn't get a scientific formula for this and that they would have to get together and get an acceptable one.

They *did* get it, and as a result, where we had 20 airfields, we now have 140 operational airfields which could be used this very night, and more in process of construction.

When Mr. Khrushchev delivered his speech at the 20th Party Congress—a very short speech of 7½ hours—he included a statement that they have in the Soviet Union 7 million, 200 thousand crusaders, and by that he meant the

membership of the Communist Party, in a population of 200 million, 200 thousand.

And these men are crusaders. They believe in their sinister system with all of their heart and soul—the rest of the people probably don't. But under their leadership, their discipline of that 7 million, 200 thousand, they would create a very strong fighting machine and get a unity among these people in their area by the gun-in-the-back method. Our job is to match that dedication.

I can assure you that we have a problem ahead in order to do that. The mantle of world leadership, whether we like it or not, has fallen upon the United States. This alliance is going to thrive, is going to continue to be a factor for peace, in exactly the proportion to which the United States supports it.

That means that in this period ahead, where there are going to be differences—and those differences have been highlighted in the last few weeks in connection with the Middle East problem—these differences will have to be settled and our people will have to have a widespread understanding and a capacity for leadership which is going to challenge our efforts. Make no mistake about it, we're in the big league, and the competition is very tough.

Continued on Page 17

The Presidential Report

For What Purposes Do We Assemble Here?

by W. HOWARD CHASE

President, 1956, PRSA

President, Communications Counselors, Inc.

The JOURNAL prints below highlights excerpted from Mr. Chase's Presidential Report which was presented to the Conference on Monday, November 26.

For what purposes do we assemble here? I propose three major purposes:

1. To appraise the relationship between this Society and its members.
2. To appraise the relationship between the Society and the public relations profession.
3. To appraise the relationship between the public relations profession and the world in which we live.

Let us examine these ten principles briefly:

"To unite those engaged in the profession of Public Relations." On December 1, 1956, your Society will have a membership of 2,381, representing a growth of 280 over the period since January 1, 1956. There are thirty-one chapters, and half dozen other chapters are in process of formation. These chapters are the source of the strength of this profession.

The Society is charged "To consider all matters affecting the practice of public relations." The structure of thirteen continuing committees with the investment of tens of thousands of hours by dedicated committee members and chair-

men represents the Society's action in this area.

"To formulate, promote and interpret to business, professional and other groups and to the public the objectives, potentialities and functions of public relations and those who practice it." To these ends the Society offers the PUBLIC RELATIONS JOURNAL, its bulletin services, its Information Center, the time and energy of scores of your fellow members for whom no place is too remote—no chore too arduous if the ends of the public relations profession can be served.

"To improve the relations of public relations workers with employers and clients, with established media of information and opinion and with the general public." To this purpose the past and current members of the Society and its chapters offer the annual conferences and regional clinics.

"To promote and seek to maintain high standards of public service and conduct." I refer to the code of professional standards created and practiced by this Society.

"To exchange ideas, experience and to collect and disseminate information of value to public relations workers and the public." The PUBLIC RELATIONS JOURNAL, regional and national clinics and the growing relationship between this Society and educational institutions serve this stated purpose.

"To promote, sponsor and foster the study of research and instruction in the general field of Public Relations." To this end we apply the deliberations of the education committee, the committee on standards of professional practice and the research committee.

"To provide facilities and opportunities for research and analysis of any and all features of the field of Public Rela-

tions through forums, discussions, surveys, public meetings, exhibitions and conferences." Increasing interest and attendance at conferences demonstrate the effectiveness of the Society's activities in this area.

"To publish pamphlets, books, monographs, and in general disseminate information concerning the subject of public relations . . . to give, grant and sponsor the granting of fellowships and awards in duly recognized institutions of learning for study and research in the field of public relations." For these purposes, the Society has created the Foundation for Public Relations Research and Education. This Foundation is now actively in existence, incorporated under the laws of the State of New York on October 26, 1956. It has on its Board nine peers of the Society: James Armsey, Harold Brayman, James Cope, George Crowson, Pendleton Dudley, Frank Waltman, William G. Werner, Ed Lipscomb, Thomas J. Ross.

I can report in concluding my presidential year that this professional Society, thanks to the patience and wisdom of my predecessors, now possesses the basic structural apparatus with which to face the future.

The Society has grown during the past 10 years partly because the national office has furnished leadership to the profession in all parts of the country. With the growth of chapters, with leadership in public relations emerging in all parts of the United States and with many voices to be raised in behalf of this profession, there has come a necessary change in emphasis on the basic function of the national office.

It became necessary in the opinion of your Administration, to shift the emphasis of the national office from the role of spokesman for public relations

W. HOWARD CHASE, the outgoing president of PRSA for 1956, has long been an officer in PRSA. Professionally, Mr. Chase is president of Communications Counselors, Inc., and vice president of McCann-Erickson, and was formerly director of public services for General Mills, director of public relations for General Foods, and a partner in Selvage, Lee and Chase. Mr. Chase will serve as a member of the 1957 executive committee of PRSA.



Mr. Chase



General Gruenther and Mr. Chase



Mr. Chase

to the role of service to the membership of the Society.

To make this shift possible, the Administration brought to your service Paul Wickman as Executive Director of this Society. I commend his diligence and his loyalty. In a few short months he has contributed much to the Society and will contribute much more.

The Society is strong in membership, sound in finance, and is prepared, with membership approval, to render new dimensions of service to its members.

The second great purpose for which we are assembled is to appraise the relationship between this Society and the profession. All the great names of public relations who would be eligible for membership are members. The influence of this Society pervades the activities and the philosophies of many other public relations organizations both through literature and through duplicating memberships. We are proud to have in this Society leaders of such groups as the American College Public Relations Association, the American Public Relations Association, the Financial Public Relations Association, the Railway Public Relations Association and from many of the public relations discussion groups that exist throughout the country.

However, much remains to be done. All too frequently today the voice of public relations is a divided voice, the voice of competing organizations rather than that of a united profession. Organizational differences and minor disputes too frequently diminish our national effectiveness.

To the degree that the membership of PRSA accepts this thesis, I offer two general propositions:

1. That this Society exert leadership in uniting all the great public relations organizations into a single annual na-

tional meeting, to be held in a single city at the same time. Under this plan each organization that represents a separate professional interest would maintain the integrity of its own conference program, but would join with PRSA at one or two massive meetings which would reflect the length, breadth and importance of this profession.

2. That PRSA, through its Board and Executive Committee, engage itself at the earliest practical time in discussions with the membership and officers of the American Public Relations Association to arrive at a procedure by which our two organizations can merge while maintaining the professional standards of the

Presidential Citations

Nine members of PRSA received Presidential Citations from W. Howard Chase at the Tuesday luncheon:

James Armsey, Harold Brayman, George Crowson, George Frank, Ken Haagensen, Hale Nelson, Dudley Parsons, (Mr.) Shirley Smith and Russell Tarvin.

James C. Hagerty, who was not present, received the citation for "Distinguished Service for the advancement of the Public Relations Profession" from PRSA. Mr. Hagerty's citation read as follows: "In recognition of his especially noteworthy service in developing and executing an efficient program of two-way communications for the President of the United States. This program utilized the greatest potential of newspapers, radio, and television in developing areas of greater understanding among our nation's citizens, and has contributed immeasurably to the advancement of the public relations profession."

active and associate members of PRSA.

Our third great purpose for which we are assembled is to discuss the relationship between our profession and the Society of which we are a part. We are today at an historic point in the stream of history, a point of great danger, but also of opportunity almost beyond the power of comprehension.

The tyrants are discovering that there is no wall, no iron curtain, no barrier which is high enough, or thick enough, or long enough to bar the idea of freedom from the minds of men.

The communists are losing the battle for men's minds. The present danger lies in the fact that the communists have not yet lost the power to pull the atomic trigger, and that the proponents of freedom are not prepared to win the battle for men's minds.

Every man who believes in freedom and who deals in the apparatus of communication of ideas—and that is *all* of us—is a human instrument, a weapon, pointed at the heart of tyranny.

I would propose that we raise our eyes, hearts and hands from the daily business of earning a living to a supreme dedication to the concept that man is but little lower than the angels, that communication of the idea of freedom is the central corridor leading to the cathedral of human dignity.

What then *can* be the relationship of this profession to the world in which we live? With the instruments of our profession, and with the inexhaustible arsenal of the great ideas of freedom, we can give 20th and 21st Century meaning to the idea of liberty, equality and fraternity among men and nations. To accept a lesser goal does injustice to the nature of the world about us and to our individual responsibility to it.

There is no greater goal.

Panels Panels Panels

EDITOR'S NOTE: The panel summaries printed here in the JOURNAL were written by student reporters from colleges and universities in Milwaukee. We are most grateful for the help these students gave us in the coverage of the workshops.

Twenty-three clinic-workshops were held on Tuesday, November 27, at the Ninth National Public Relations Conference.

The first five were held simultaneously at 9 a.m., including "Investor and Financial Community Relations," "Social Science Research in Public Relations," "Trade Association Public Relations," "Women in Public Relations" and "Public Relations as a Sales Tool."

At 10:30 a.m. the following six were presented: "Public Relations in International Relations," "Public Relations Programming, Budgeting, Organization and Administration," "Corporate Contributions to Higher Education," "Farm Public Relations," "Public Relations Uses of Audio-Visual Aids" and "Public Relations in Religion."

After lunch six more panels were presented: "Public Relations for Government Agencies," "Measurement of Public Relations Results," "Public Relations for Education," "Relations with Public Relations Clients," "Public Relations in Emergencies, Crises and Disasters" and "Publications as Public Relations Tools."

The final six workshops rounded out the afternoon: "How to Use Television in Public Relations," "Public Relations in Economic Education," "Public Relations in Community Relations," "Public

Relations for Agencies for the General Welfare: A Mental Health Approach," "The Part Publicity Plans in Public Relations" and "Public Relations Problems of Mergers."

Investor and Financial Community Relations, 9 a.m.

Panel: Dr. Claude E. Robinson, Opinion Research Corp.; L. E. Pettit, General Electric; Harold M. Gartley, chairman, Gartley & Assoc.; William G. Norby, Harris Trust & Savings Bank; and Robert E. Feemster, Dow Jones & Co. Mr. Norby summed up his ideas by saying "a successful financial public relations program is composed of these ingredients: common sense, good will, an organized approach to the market or audience and honesty." According to Mr. Gartley who discussed "the care and feeding of stockholders," a company's financial story "divides into five main subjects: people, plants, products, profits and prospects." Mr. Pettit, serving as "the corporate spokesman," said "General Electric feels it must serve five basic types of people in order to achieve its objectives: customers, share owners, employees, suppliers and the public." Mr. Feemster discussed "Measurement of a Program" and Dr. Robinson served as moderator for the introductions.

Social Science Research in Public Relations, 9 a.m.

Panel: Henry T. Rockwell, Jones &

Brakeley, Inc.; chairman, Lloyd H. Geil, National Dairy Council; Dr. Henry I. Abelson, Opinion Research Corp.; Pierre D. Martineau, *Chicago Tribune*; and Daniel Yankelovich, Nowland & Co. Mr. Geil of the National Dairy Council gave a case study used to promote education on the value of dairy products in diets. It was found that dairy products were vital to diets, and the NDC publicized this among doctors, nurses, dieticians with good results. Mr. Martineau discussed the problems of uncovering hidden attitudes, saying that people today feel that they have to rationalize an explanation for everything they do. The average man either cannot or will not explain his true way of life, but the public relations man has to understand this average man because he has the buying power. Mr. Martineau felt that everyone forgets the average man. Dr. Abelson spoke on some principles of persuasion and noted that public relations people are now using social science research. According to Mr. Yankelovich, the most important thing to remember in social science research is to fit the technique to the problem, instead of trying to fit the problem to the technique.

Trade Association Public Relations, 9 a.m.

Panel: Admiral Harold B. Miller, American Petroleum Institute, chairman; Philip P. Gott, National Confectioners' Assoc. of the U. S.; Earl B. Steele, Chamber of Commerce of the U. S.;



PR FOR GENERAL WELFARE

L to r—Dr. Kenneth D. Wells, Thomas C. Roberts, Donald Lawder, Jr., and E. Glynn Fraser, chairman.



PR PROGRAMMING

L to r—Paul Zucker, John Harvey, Oliver M. Gale, William Ruder, chairman, and Allen H. Center.



PR FOR GOVERNMENT

L to r—Carroll Hanson, Alice Gorman, Lee K. Jaffee, chairman, Conger Reynolds and Arthur Saltzstein.

Panels Panels Panels

Russell W. Tarvin, public relations counselor; and Paul Wickman of PRSA. How to obtain cooperation between related industries within a Trade Association was discussed by the above five men. The general consensus was that detached open-mindedness is the prime PR or executive qualification in trade association work.

Women in Public Relations, 9 a.m.

Panel: Margaret P. Thale, public relations counselor, chairman; Willis Player, Air Transport Assoc. of America; Catherine Bauer, National Society for Crippled Children & Adults; Lee K. Jaffee, The Port of N. Y. Authority. A bright future in public relations awaits the woman with ability, skill and the desire to do a competent job was forecast by the members of this panel. Miss Bauer stated that for a woman there were four steps to this success: 1. She must educate herself for public relations, 2. She must develop her abilities, 3. She must seek a job which she can best fill, and 4. She must turn in a good job—not an imitation of a man's job.

Public Relations as a Sales Tool, 9 a.m.

Panel: Rex Paxton, Sutherland Paper Co., chairman; Farley Manning of Farley Manning Assoc.; Troy Knowles, Helene Curtis Industries, Inc.; John Scott, Linder-Scott Assoc. The overall opinion of the panel speaking on PR as a sales tool was that in order to market

a product, a ground-work of public relations must have been initiated to get acceptance of it from the American public. Public relations is the before-hand operation of preparing the way for things to come, the tilling of the soil. After the public relations operation comes advertising, sowing the seed, and finally the sales force which harvests the crop. The consumer is the motivating factor in the country today, and therefore it is what the public considers the company stands for, not necessarily what it actually is. By giving the public all the facts necessary for them to become motivated, new markets are opened. As the products become more alike, it will be the good name of the company that will bring about the final decision of the purchase.

Public Relations in International Relations, 10:30 a.m.

Panel: Guy S. Storr of Guy Storr Public Relations, chairman; William Clark, U. S. Information Agency; Gaston Ponsard, Comité Franc-Dollar; Victor T. Raeburn, Air France. "In the field of foreign affairs, public relations is more powerful than the H Bomb. We must live by our reputation abroad and we must sell ourselves with a new approach," stated Mr. Raeburn. It was also brought out that Franco-American relations can be bettered, because it is a matter of public relations. "The United States must sell itself to the French na-

tion, not push itself upon them—America must be presented, the French must decide."

Public Relations Programming, Budgeting, Organization and Administration, 10:30 a.m.

Panel: William Ruder, Ruder & Finn, chairman; Paul Zucker, Ruder & Finn; John Harvey, Scott Paper Co.; Oliver M. Gale, The Procter & Gamble Co.; Allen H. Center, Motorola, Inc. "There's no limit to what a man can do if he doesn't care who gets the credit," stated Mr. Center, who listed four requirements for a well-adjusted, easily administered public relations operation. They are: 1. The objectives should be in tune with the underlying corporate attitudes, 2. All projects should be endorsed and supported by the chiefs of the organization, 3. There must be close cooperation and easy communication between all concerned with each project, 4. There must be a satisfactory means of evaluating projects in terms of the total interests of the company or client. Zucker reported that one of the dangers encountered in planning a program is that of setting over-simple, vague or broad goals. Another danger was what he called "time traps"—plant tours, seminars, press conferences and similar programs which seem simple but take up time. The fact that responsibilities should be well defined was also discussed.

Continued on The Following Page



PR IN ECONOMIC EDUCATION
L to r—Kenneth Youel, Edgar S. Bowerfind, Fred G. Clark, Dean S. Sims, chairman, and Richard S. Rimanoczy.



RELATIONS WITH PR CLIENTS
L to r—John K. Barnes, William Ruder, Kerry King, chairman, Thomas D. Yutzy, and J. Handly Wright.



PUBLICATIONS AS PR TOOL
L to r—Stanley Baar, chairman, Lester R. Bittel, William S. Liming, and Roger P. Fox.
More pictures on Page 10



WOMEN IN PR

L to r—Lee K. Jaffee, Catherine Bauer, Willis Player, and Margaret P. Thale, chairman.



PR IN EDUCATION

L to r—Francis C. Pray, G. Duncan Wimpers, Bradford D. Ansley and Howard S. Curtis.



INTERNATIONAL PR

L to r—Leslie S. Brady, Guy S. Storr, chairman, and Victor T. Raeburn.

More Panels

Corporate Contributions to Higher Education, 10:30 a.m.

Panel: Lyman Judson, Alfred University, chairman; Ninde Alspach, Good-year Tire & Rubber Co.; Bradford D. Ansley, Emory University; Albert R. Beatty, Assoc. of American Railroads; Lee Hastings Bristol, Jr., Bristol-Myers Co.; J. Bruce Buckler, International Business Machines Co.; Dale Cox, International Harvester Co.; Nate L. Crabtree, General Mills, Inc.; D. A. Deutsch, The Sears-Roebuck Foundation; Thomas A. Gonser, Gonser and Gerber; John J. Joseph, The Ohio Bell Telephone Co.; Ralph E. Liske, The B. F. Goodrich Co.; Pierre D. Martineau, *Chicago Tribune*; Arthur R. Ocker, Illinois Bell Telephone Co.; Leslie K. Pollard, Ray-O-Vac Co.; A. L. Powell, Pillsbury Mills, Inc.; Francis C. Pray, University of Pittsburgh; Edwin C. Schaefer, Union Pacific Railroad Co.; George Weissman, Philip Morris & Co., Ltd. A "Brainstorming" session and discussion on methods that companies can use to stimulate interest in contributions to higher education were featured at this workshop. Brainstorming was defined as a useful group technique which can be utilized in solving problems or in creative thinking. During the actual brainstorming session which followed the discussion, 127 ideas were presented within four to five minutes.

Farm Public Relations, 10:30 a.m.

Panel: Richard J. Cech, Pure Milk Association, chairman; Glenn W. Sample, Indiana Farm Bureau, Inc.; John L. McGehee, Kiwanis International. Mr. Sample cited the example of the public relations program instituted by the Indiana Farm Bureau to aid the farmer. He said "farmers realize public relations is a two-day street, learning about industry, labor and the problems of the housewife through the program." According to Mr. Sample, farmers make three pledges to the consumer: to keep the prices low, to provide a dependable food supply and to maintain the high quality of products.

Public Relations Use of Audio-Visual Aids, 10:30 a.m.

Panel: Nicholas Popa, Byer & Bowman Advertising Agency, chairman; E.

Dent Lackey, The Carborundum Co.; Frank Arlinghaus, Modern Talking Picture Service, Inc.; O. H. Coelln, *Business Screen Magazine*. In giving tips on the economical yet effective methods of film production, Lackey stressed the importance of not overlooking the do-it-yourself angle. He also made clear that many film producers were the best to consult on any ambitious undertakings. Coelln stressed the importance of content rather than the form in many films being produced by industry.

Public Relations in Religion, 10:30 a.m.

Panel: Rev. Lester F. Heins, *The Toledo Blade*, chairman; Donald C. Bolles, The National Council of the Churches of Christ in the U.S.A.; Harold Hammond, National Lutheran Council; Ralph Stooddy, Commission on Public Relations and Methodist Information. The press, as well as other mass media, have discovered that it is good business to print religious news, stated Rev. Bolles. For the most part, the clergy is the only source, the laity must start to participate in public relations to a much larger extent than it does today. Hammond, in speaking on problems in churches today, said that on controversial subjects ranging from birth control to McCarthy there is wide diversity of opinion. He feels that there can't be uniformity of conviction in the Christian Protestant Churches, nor should an attempt be made to control this.

Public Relations for Government Agencies, 2:30 p.m.

Panel: Mrs. Lee K. Jaffe, The Port of New York Authority, chairman; Alice Gorman, The Office of Housing Redevelopment Coordinator, City of Chicago; Conger Reynolds, United States Information Agency; Arthur Saltzstein, The Office of the Mayor of Milwaukee; Carroll Hanson, The Office of Education, Department of Health, Education and Welfare. "I believe that democracy will stand or fall on its public relations," said Mrs. Jaffe. She feels that the job of public relations in the government is "the development and sale of democracy throughout the world." A plea for more public relations in government was made by Reynolds. He explained that we are now in the midst of a "war of persua-

Continued on Page 18



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Dan J. Forrestal

Dan J. Forrestal, public relations manager for the Monsanto Chemical Co., St. Louis, was elected 1957 president of

1957 Officers and Executive Committee

PRSA at the board meeting, November 25, at the Schroeder Hotel.

Taking office on January 1, Forrestal succeeds W. Howard Chase, president of Communications Counselors, Inc., New York City. Forrestal has been vice-president of PRSA for the past year.

Other officers are:

Vice-president, Kenneth W. Haagen- sen, director of public relations, Allis-

Chalmers Manufacturing Co., Milwaukee, and the 1956 national convention chairman; chairman of the executive committee, Harold B. Miller, head of the department of information and executive director, Oil Industry Information committee, American Petroleum Institute, New York City; secretary (re- elected), (Mr.) Shirley D. Smith, who

Continued on Page 20



Ken Haagenzen



Dudley L. Parsons



Shirley D. Smith



Harold B. Miller



Kerry King



William D. Hines



James B. Shores



W. Howard Chase



Paul Wickman

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Where Is the Public Relations Man Management Wants Coming from in 1965?

Education, Training and Development for Public Relations

by DR. MELVIN BRODSHAUG, *Dean
Boston University
School of Public Relations
and Communications*

Reprinted below are excerpts from two speeches given at the Fifth General Session which represent different points of view on this provocative subject.

Your able Education Committee has recently completed a study of important facts and opinions. This survey points out that public relations men claim a wide range of academic backgrounds. The list reads like an index in a college catalog.

The PRSA study points out that journalism training and experience is a common entree into public relations. This is understandable. The newspaper man has a cosmopolitan curiosity and is ready with the pen.

Another important source of public relations manpower is traditional liberal arts, usually with a major in psychology, political science or English. These, in proper combination, are certainly not to be taken lightly.

The only way to prepare for public relations is through a systematically designed curriculum. Only when this principle is universally accepted can we claim that public relations is a profession. Special advanced education is one criterion of a profession.

Let's not have any illusions, but that management is going to decide when and where it will recruit its PR manpower. I am assuming that PR education must provide more than new gimmicks, clever tricks and rule of thumb techniques. Also, highly developed skills in publicity writing, public speaking, or competence in the mass media alone is not adequate training for public relations.

The instructor must think in terms of helping the student in his first job to

secure a firm footing on the professional ladder. College instruction should provide the student with that background of reserve power and knowledge which will prepare him for the second and third promotions five and ten years later.

There is a definite trend in universities to set up Schools of Communications. These schools have varied programs preparing for communications professions including: journalism, radio and T.V. broadcasting, motion pictures, advertising, public relations and adult education.

Public relations is basically an *applied social science* in its content and its methods. As background to professional study, the student should have mastered certain pertinent knowledge and skills in the social sciences and in the humanities. In the graduate program there should be *inter-disciplinary work* that will apply to several communications professions. In these, the selection of the content, the

methods of instruction, as well as the situations for analysis should be drawn from the professional field.

One such subject might center around "communications." It could include the communication process, motivation, personal aspirations, content, analysis, perception, audience response, and communications research.

A second subject should be "public opinion" and some of its major concepts: propaganda, pressure groups, opinion leaders, opinion polling, change of attitudes and group discussion. An understanding of these institutions and practices is vital to public relations.

The second part of the graduate program will consist of practice in handling real, important, and specific PR situations. The professional man must play an active role in developing this phase of the educational program.

So far we have considered only the

DISCUSSING PROS AND CONS—I. to r. J. Stanford Smith, Dr. Melvin Brodshaug, Forrest Wallace and Arthur Smith, Jr.





DR. MELVIN BRODSHAUG



ARTHUR SMITH, JR.



HALE NELSON, Chairman

present on-going activities of the PR man. In other words, it takes stock only of what he is now accustomed to do. These are the clearly recognized "wants." Possibly even more important for the future development is serious attention to the needs or what should be done.

These needs can be probed by seeking opinions and judgments of leaders. The inquiry should now be referred not only to directors of public relations, but in certain organizations that have an enlightened policy regarding public relations to all members of the management team, the president and the chairman of the board. This same inquiry should be directed to the leaders holding comparable positions in government, trade associations, and public relations consulting firms. Such a survey of "need" based on the judgment of the best informed people will enable us to roll back the frontiers of public relations.

Out of these research studies will emerge "areas of concentrated study" in which the content and the method will be similar to the way business operates in pin-pointing the problem, analyzing the facts, designing practices, formulating policies, evaluating alternatives and presenting proposals to management. Students, therefore, will learn the skills, the knowledge, and develop the essential attitudes for entering into and advancing in the profession.

We must realize that no educational program can take a heterogeneous group of students and expect all to become effective public relations men. Much depends on the student, his heredity, his aspirations, and his intelligence. In the next ten years, if educators and professional men work together, we can correlate the knowledge of the social sciences with the needs of public relations and develop an educational program that will add strength to our social, political, and economic institutions.

by ARTHUR SMITH, JR.
*Director, Public Relations Department
The Dow Chemical Co.*

We will all agree that if this business we're in is to have the stature and recognition that it warrants, this can only be achieved through the quality of the people it is able to attract. When we recruit scientific or sales personnel in our business we have what we consider rather high standards. We know that the research job we do, the plant we build or the sales level we reach will not be any better than the caliber of the people we are able to acquire to do the job. But sometimes I wonder if this kind of thought has gone into the recruitment and training of people coming into our so-called "public relations profession."

No one will argue against the need for manpower at the present time, and perhaps many of you are more aware of the need than I am. All of us see programs everywhere—inside our own operations and out of them—that demand personnel skilled in the art of communication and people who have that basic quality which is described by the word "empathy."

My experience is limited entirely to industrial public relations—the chemical industry specifically, and one company in particular. Even in this relatively restricted frame of reference I have been keenly conscious of the recent surge of awareness and recognition of its public relations responsibilities on the part of industry in general. Within the past five years industry has realized that it has public relations whether it likes it or doesn't like it, and many have been developing some type of formal program to make sure that their public relations are favorable. This takes manpower.

Many of you are aware of the call for cooperation from businessmen and public relations people everywhere in

connection with the complex job of trying to develop greater international understanding. This job alone—and it is a job of almost unbelievable scope and dimension—will require public relations manpower in great numbers and of highly specialized skills.

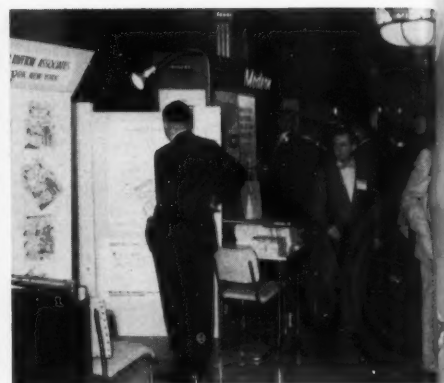
We, in industry public relations, are experiencing our greatest demand for manpower because of another factor—the effectiveness of what I like to call the public relations approach in marketing our products, together with a rapid growth in recognition and appreciation of that effectiveness.

I'd like to note here—and some of the educators themselves have raised the question—that there has been little demand for the teaching of public relations. It seems to me that the scope of the public relations function varies enormously from one industry to another, and from one organization to the other; in each case the nature and extent of its activities is influenced by the degree of understanding or interpretation of public relations by its management. So the job of developing a curriculum for public relations becomes a rather confusing thing.

The skills we are seeking could possibly be best developed in good liberal arts schools. The qualities of a good public relations man have been listed many times. They are primarily (1) a high degree of intelligence; (2) a pleasing personality; (3) the ability to think creatively; (4) ease and clarity of expression, verbal or written; (5) the ability to write and desire to write; and (6) the ability to get along with people.

The schools of journalism and the schools of public relations are not turning out these people today. Where are they going to come from? It's our job to find them and train them. Most of the people I know who have made sig-

Continued on Page 20



Some of the exhibits which were located in the room outside the Crystal Ballroom.

1956 Exhibits

With free cheese samples, coffee, Coco-Colas, carnations, management notebooks (just to mention a few) as "come-ons," traffic was extra heavy in all the exhibit rooms of the Schroder.

Exhibits opened officially at 4 p.m. Sunday, November 25, and on Monday and Tuesday, they opened at 8:30 a.m. and closed at 5:30 p.m. Wednesday opening was at 8:30, closing at noon.

The 39 exhibits were displayed on the fifth floor of the Schroder—in the foyer outside the Crystal Ballroom, in the Pere Marquette room and in the "Badgerama" room featuring Wisconsin firms.



Miss Doris Olsen, "Alice in Dairyland," is shown at the Trees of Tomorrow display. Miniature trees were distributed during the conference.



Part of the "Badgerama" displays in the Pere Marquette room are shown here. Only Wisconsin firms were in this group.

NATO — Its Problems and Progress

Continued from Page 5

You hear that there is anti-Americanism in Europe. Yes, there is some, it is true. Our standard of living is so high that it naturally creates some envy, but it isn't that so much that I worry about as it is skeptics of Americanism; they wonder whether by training and tradition, we are qualified to lead this world in the troubled period that lies ahead. I am sure we can meet that challenge, but I am sure it is going to require a much more widespread knowledge of what makes an alliance tick than we have now.

It is my firm conviction that the security of the United States rests fundamentally on the success of an organization like NATO. I say of an organization like NATO because I want to include alliance systems from other parts of the world.

But the day when we can defend ourselves simply from the North American Continent, the day that we can defend ourselves simply by appropriating money, is gone. We must have a reliable alliance system in Europe, and in this jet atomic age, if this area goes we are in severe trouble.

How to keep it going is the problem. I think that can be done, but we're going to have to work at it; but as for the state of the alliance now, certain strains have developed because of the Middle East situation. Although the Middle East is not in NATO, the fact that major partners of NATO are in disagreement there, does have a weakening effect on the Alliance. However, on the other side, the results in Hungary have made it unmistakably clear to the people of the free world that we cannot defend our freedoms from weakness. And that is an element of strength.

I think that by and large we are going to come out of this crisis tremendously strengthened in our dedication to the alliance system. I feel that you folks can do a major job in this respect, and in the field of ideas the Soviets still have a very, very great influence in the world. At the moment, their star is down because of the difficulties they are having, but propaganda-wise they spend a tremendous sum of money and until this recent crisis,



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they were doing it very cleverly.

I noticed that one of the talks today was "Some Principles of Persuasion." I feel that you folks have that art to a very marked degree, and I would like to see you use it in your daily life to get our own people—the 168 million people with whom *you* work—recognize what our responsibilities are in this troubled world, to help them get understanding and a degree of wisdom so that they will support the programs that are so necessary.

I would make a distinction here. There is no question but that the people of the United States are willing to spend money for the defense of the United States. There is no problem on that, and I don't

think we need any public relations assistance there. But when it comes to defending western Europe, you run into a great deal of sales resistance.

During my period in Allied Command Europe, at Paris, I came back to appear before committees of Congress 25 times. The toughest one came up this year on the 15th of June.

I have been in the military service 38 years, and the six years I spent in NATO at SHAPE have been the most challenging and the most interesting of my career. General Eisenhower set the tone for this attitude. In the very beginning, he told his officers: "Gentlemen, I feel

Continued on Page 20

Panels

Continued from Page 10

sion." The Communists are turning out propagandists at a fantastic rate. The Communist agency Tass is the only news service reaching one-third of the world. On the local level Miss Gorman outlined the work of her office. Their main power is through persuasion, although they have the power of the mayor's office behind them. Saltzstein felt local problems are much closer to the people and therefore more acute.

Measurement of Public Relations Results, 2:30 p.m.

Panel: Richard T. Nimmons, Ivy Lee & T. J. Ross, Inc., chairman; William Lydgate, Earl Newsom & Co.; Mervin D. Field, Field Research Co.; Paul L. Berkman, American Petroleum Institute; James Cope, Chrysler Corp. Lydgate declared that "the bug unknown in public relations is the hoped for result." The measurement of PR effect seems to be the weakest point in public relations, but need not be if opinion surveys are used accurately, he said. Cope presented the PR background which led his firm to launch the "forward look." Surveys showed that "a good serviceable product" was not sufficient, and that results were seen within six weeks after Chrysler introduced a restyled line. Berkman added that the formation of the Oil Industry Information Committee, the public relations arm of the petroleum industry, was a direct result of an opinion survey that showed the industry is regarded as "big business." In this there is an ambivalent attitude, he said, in which people are proud of what big business has accomplished and of its abilities but at the same time apprehensive of its motives.

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Public Relations for Education, 2:30 p.m.

Panel: Bradford D. Ansley, Emory University, acting chairman; Howard S. Curtis, Brown University; A. C. Van Dusen, University of Pittsburgh; James Jordan, State University of Iowa; C. Duncan Wimpres, Colorado School of Mines. An outlook for the future and an outline of responsibilities for those who have to communicate the role of higher education was presented. Ansley stated that "we are faced with a tremendous demand for our product. In the future the facilities of colleges will be items of high priority." Curtis presented a graph which estimated the future college age (18-24) population for the years to 1972. He emphasized the problem of lack of space. In an attempt to find out why there will be a glut of students on the campus in the future, Wimpres stated that "the problem stems basically from the fundamental American philosophy that every red-blooded, 100 per cent American youth should go to college. He added that the only obligation a college has is to give everyone an equal opportunity." He concluded that "we must create a climate to which superior teachers will come." He pointed out that salaries are secondary. "Prestige is what teachers look for. The public relations man's job is to work constantly to build teacher prestige."

Relations with Public Relations Clients, 2:30 p.m.

Panel: Kerryn King, The Texas Co., chairman; Thomas D. Yutzy, Dudley-Anderson-Yutzy; William Ruder, Ruder & Finn, Inc.; John K. Barnes, Carrier Corp.; J. Handly Wright, Selva & Lee, Inc. Speaking on working relationships between the consultant and client, Yutzy said that there must be a clear understanding of objectives. It must be clearly defined as to what the client expects of the counseling firm. Wright suggested that access to policy level be kept open. He said one must work within the framework of a coordinated program. Discussing financial relationships, the first thing his firm had to learn, stated Ruder, was that we are a business and survival is imperative. We had to learn to run our company like a business. It was necessary to get good financial counsel. Giving the client's point of view, Barnes stated that the counsel must remain counsel, and not get involved in the "nuts and bolts" aspects of the company's operations.

Public Relations in Emergencies, Crises and Disasters, 2:30 p.m.

Panel: Donald H. Jensen, Square D Co., chairman; Reverend Robert Dewey of Birmingham, Michigan; Major George W. Hubley, Economic Development Commission of Kentucky; Donald J. McGowan, Consumers Power Co.; Mack Kehoe of Miller Brewing Co.; Frederick G. Brownell, public relations counsel; Clayton McLendon, The Citizens & Southern National Bank. Jensen stated that the groundwork must be laid far in advance. The PR man must prepare by contacting the news services, correspondents, TV and radio commentators and all other news media. "This must be done well in advance so your company is prepared for any emergency," he said. Rev. Dewey added that preparation is the main thing. Everyone is constantly preparing for crises of some sort with death the final and absolute emergency. He concluded that the alertness and quick thinking of the PR man during the crises are the deciding factors of the effective and satisfying PR activity during an emergency.

Publications As a Public Relations Tool, 2:30 p.m.

Panel: Stanley Baar, Barber & Baar Assocs., Inc., chairman; Roger P. Fox, Hill & Knowlton, Inc.; David Mayer, Market Psychology, Inc.; William S. Liming, Metropolitan Life Insurance Co.; Lester R. Bittel, *Factory Management and Maintenance* Magazine. Fox stressed the importance and need for thorough evaluation of written communications to be gained by the thorough survey or evaluation, he said, is that the PR man is looked upon as more of a professional. Liming discussed the need for being concerned with getting results with writing. The editor or PR man must have competence and ability to write and should have ingenuity and resourcefulness. He cautioned that to be successful in communications the PR man must know his audience. Bittel recommended that PR people make printed matter and releases more to the point.

How to Use Television in Public Relations, 4 p.m.

Panel: Lloyd E. Graybiel, American Trust Co., chairman; Lawrence L. Evert, Ohio Bell Telephone Co. "The birth of our television program some seven years ago was a happy accident," said Graybiel. He explained that a series of coin-

cidences resulted in a Saturday afternoon disc jockey show evolving into an award-winning television program reaching the important audience of high school and upper elementary school students. "The need for the public to identify Ohio Bell with the state of Ohio is a major problem of that company," said Evert. "We are part of the nationwide Bell System, and many persons look upon us as a branch of a giant, impersonal corporation, controlled from some distant place." To improve this, Ohio Bell transformed its most popular Ohio radio show to a television production. Summarizing, he said, "We believe the program has helped us identify ourselves as an Ohio business interested in Ohio and its people; it has brought us closer to leaders of public opinion, and it has given us a medium for reaching the public."

Public Relations in Community Relations, 4 p.m.

Panel: Fluker G. Stewart, General Shoe Corp., chairman; Edmond P. Reiley, Manufacturers' Association of York, Penna.; Stanley F. Withe, Aetna Casualty and Surety Company; Robert Kidera, Marquette University; Donald L. Davidson, National League Baseball Club of Milwaukee, Inc. Diversified methods for improving public relations in community life were discussed. In the educational field, Kidera described the Milwaukee observation of Marquette's 75th anniversary celebration last year. "It was an opportunity to utilize the occasion for a special public relations project aimed at deepening community understanding of the University," he said. Reiley recommended a "realistic do-it-yourself" program to improve industrial public relations, and pointed out how York's Manufacturers' Assoc. succeeded in revising public opinion of the town's industry. Davidson cited the "wonderful reception the Braves got after losing the pennant" as a typical example of the healthy public relationship between the team and the city. Withe outlined a plan to establish effective community relations by undertaking to furnish high schools with a driver-training system. "Good will comes from investing in this type of community service," he said.

Public Relations for Agencies for the General Welfare: A Mental Health Approach, 4 p.m.

Panel: C. Glynn Fraser, The Men-



PENDLETON DUDLEY, who spoke at the November 26 luncheon, was named president of the new Foundation for Public Relations Research and Education. Other officers include: James Cope, vice-president; Franklyn Waltman, treasurer; Paul Wickman, secretary. The nine trustees are James Armsey, Harold Brayman, Mr. Cope, George M. Crowson, Mr. Dudley, Ed Lipscomb, Thomas J. Ross, Mr. Waltman and William G. Werner.

ninger Foundation, Inc., chairman; Dr. Kenneth D. Wells, Freedoms Foundation at Valley Forge; Thomas C. Roberts, Association of Better Business Bureaus, Inc.; Donald Lawder, Jr., The Menninger Foundation, Inc. Dr. Wells spoke on the relation of mental illness to knowledge of American concepts. Mentally ill patients were given literature on all phases of American life and were found to be helped by it. Schools which do the best job of teaching citizenship also have the least juvenile delinquency problems, he added. Lawder spoke on the problem of education of the public on mental illness. To counteract erroneous impressions the Menninger Clinic undertook a broad public relations program on the local and national level.

The Part Publicity Plays in Public Relations, 4 p.m.

Participants: John K. Barnes, Carrier Corp.; Kerry King, The Texas Com-

pany; T. C. Thomsen, Mellot, Thomsen, Pitney & Co.; Sam Arnold, Wagner-Arnold, Inc.; Stephen E. Korse, The Borden Co. Arranged as a skit, this workshop was transformed into an informal bar scene. Speaking as "Jack the Bartender" Barnes called PR men "ministers to business." Acting as a "corporate public relations official," King said "publicity for publicity's sake is not enough. You have to have a basic objective on which to base your activity." As a "public relations counsel" Thomsen added that "publicity is a technique, not an end to itself." He said that trade publicity offers advantage for PR men to use their skill. "PR professor" Korse said that publicity is a supplement to advertising. "They must both work together." Arnold, as the "confused traveler," pointed out that newspapers rewrite publicity. "We're no stranger to newsrooms and yet our stories are consistently cut," he said.

Public Relations Problems of Mergers, 4 p.m.

Panel: Francis E. Hewens, Selva & Lee, Inc.; Joseph W. LaBine, Elgin National Watch Co.; Clark C. Sorenson, American Machine & Foundry Co., New York City. Hewens stated the chief problem that faces every big corporation upon merger is the old notion that "bigness is bad." LaBine, in discussing specific problems, described the many difficulties connected with the acquisition of industries. By using advertising on the open market for companies willing to sell, a radical departure from the accepted methods of merger, Elgin had to depend heavily upon their PR department, he said. It had to be remolded almost in the image of a public relations agency. Sorenson said "we must constantly look for a gimmick to sell AMF." Upon the publication of a special supplement for The New York Times, "in which AMF described its business operation and recent mergers, the company showed they were not afraid of bigness."

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NATO

Continued from Page 17

that the prime characteristic of an allied staff officer is the ability to have a ready smile."

That was his way of stating that if people believed in each other, understood each other, most problems could be solved.

I have been in many headquarters, and I feel that SHAPE with 400 officers from 13 nations, is the happiest one in which I have ever served. Those people at SHAPE practice unity in their daily lives; it isn't always easy; but if we can just expand that same feeling to the 450 million people of NATO, I am absolutely certain that we can solve this problem.

It has been a great pleasure for me to come here this evening, and to outline this problem to you. Your profession can make a tremendous contribution. I would very much like to see you take an even more active role in eliciting the support of the American people for this cause which I feel is essential to the security of the United States.

You have proved that these ideas *can* be communicated, but I assure you that we have a continuing need.

I feel our security problem *can* be solved. You may say that I am an optimist. I plead guilty to that charge. But I like to feel I am more than an optimist. I like to feel that I have faith—faith in our religious civilization and the concept of the dignity of the human individual, which stems from it.

If our people remain true to that concept, and if we can only get a unity of the free people, then there is no power in the world that can stop us. With that type of unity, with that type of support, I am absolutely certain that we shall be able to prevent a third world war, taking place, and more than hold our own in the cold war now in progress.

Smith—Continued

nificant contributions to this public relations business have had rich and successful newspaper careers. But we can't expect the editorial standards of newspapers to remain at the high level we expect if we pirate personnel from the press. As I see the job, it is one of our own—that of setting our standards and developing training programs of our own.

And this is the responsibility that all of us must share—if we are to attract and secure the quality and quantity of manpower that we require to further the growth of our profession.



PAUL WICKMAN
Executive Director of PRSA

Paul Wickman, who spoke briefly at the Luncheon, November 26, said, "I pledge myself to work with the Executive Committee and with the Chairmen of the functional committees of PRSA to discover ways of giving better and increased services to the individual member. We will first of all give you good administration at our national headquarters; we will work with our members and chapters and the Eligibility Committee to give proper emphasis on membership growth, maintaining our high standards as we continue to develop, and assisting these public relations practitioners who qualify for membership in every way. We will do everything we can to assist in educating the masses in business and industry in the world outside of our public relations profession to understand better the functions of this group of men and women who rightfully can claim to be connected with public relations."

PRSA Officers

Continued from Page 12

heads his own public relations firm in Memphis, Tenn., and treasurer, Dudley L. Parsons, of Dudley L. Parsons Co., New York City.

In addition to the officers, the new PRSA executive committee also includes:

William D. Hines, director of public relations, Firestone Tire and Rubber Co., Akron, O.; Kerry King, director of public relations, the Texas Co., New York City; James B. Shores, director of employee and public relations, Texas and Pacific Railway Co., Dallas, Tex.; Paul Wickman, New York City, executive director of PRSA, and retiring President Chase.

Profile of PR

Continued from Page 3

public relations people do not limit themselves to the confines of a trade association; they do not make, repair or deal in physical objects; their primary function involves counsel, advice and services. In addition, like so many other professionals, they are businessmen—and business itself can perhaps rightly be called a profession.

Turning to a large and successful professional society for its viewpoint, one finds the American Institute of Chemical Engineers summing it up this way: "A professional person is an individual who, with adequate training, experience, intellectual capacity and moral integrity, effectively devotes his skills and knowledge to the service of society and his profession in whatever assignment he finds himself, being fully sensible of the personal responsibility and trusteeship conferred by his special training."

We, as practitioners of public relations, cannot confer professionalization on ourselves simply by finding the handiest definition and saying "that fits." Nor do we wish to assume any lofty position which would seem incongruous to the other specialists with whom we work. Nor is ours simply a quest wherein we would be listed in some professional guide, along with actors, undertakers and professional football players.

What we need is something we've a good start on—a professional approach, plus a sound and unified and accepted and understood philosophy concerning the goals and objectives of the public relations man on today's American business and political scene.

And I am referring to the goals and objectives of public relations people in and out of PRSA, public relations people in corporations, counselling firms, hospitals, service and welfare organizations, the armed forces, schools and so forth.

To establish a fix on what this philosophy might be, let's switch our view from the public relations man and turn to the programs of public relations. Here one finds substantial contributions toward the understanding of the American way of life, contributions by public relations programs which augment the marketing efforts of our companies, which assist in relationships with the financial community, which create a better bond of friendship with employees, and which add practice to the

preaching of improved relationships with the people in our communities.

Each year, one finds not only a more business-like approach in these programs, but also improved methods of evaluation—for we must always remember that the very best of our programs, our best annual reports and magazines, our best visual aids, best speeches and literature are only a means to an end, and not an end in themselves.

It is also fitting to comment that during this interim period of our professional development, the Public Relations Society of America can become more meaningful, primarily to its members, but also to public relations people everywhere and to the causes in which they are enlisted.

Through our national, sectional and local meetings, we can continue to examine mutual areas of interest and accumulate the kind of information which will improve our performances and enhance our stature. And through PRSA's board, its national offices and publications, and its many national committees, we can intensify our studies into the component parts and very mechanisms of the exciting and challenging techniques which are the tools of our trade.

In so pursuing a path toward our own betterment, the question as I see it is not "are we a professional society?"—for not only our code of ethics but even our Articles of Incorporation have already indicated we are. The real question which challenges all of us is, instead, "how well shall we live up to our professional opportunities and responsibilities?"

Against the backdrop of time, we are a young group, a small group, yet—I think—a dynamic group. And like all youngsters, we make mistakes. PRSA has made mistakes in the past and will continue to make them in the future. Our friends in other callings are likewise far from perfect. Newspapers and magazines which take cracks at PR should, I suppose, not be taken too seriously, and I suspect we should not press the emergency button every time they think they find flaws in our makeup—for they're not perfect, either, despite the relative maturity they have reached.

Medicine and law have had their struggle shaking loose the quacks and shysters; and the advertising profession, despite its age and popularity and testing methods, still finds itself struggling for credibility, still is haunted by the fact that many of its most persuasive word merchants are becoming drowned

in a sea of superlatives, trapped by their cumulative campaign to make meaningful words meaningless.

How fortunate we would be if we could focus on that view which would give us the proper perspective, to show us where and how we stand with relationship to the standards we should set for ourselves, for our own good as well as for the benefit of others. Happily, we do have an eye cast to the past, and we can learn from the past. We've both eyes open on the present, and can take some satisfaction from the fact that, indeed, we've come so far so fast. As to the future, I propose that we have many things to guide us on our journey: We have the desire to learn more, to listen more, to contribute more; we have the desire and need to be more inquisitive about the results of our activities; and, of greatest importance, we have a deep faith in the convictions which have prompted us to choose public relations as our profession.

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1956 INDEX

Public Relations Journal

VOLUME XII — Nos. 1-12

INDEX TO AUTHORS

- A**
- Abbott, John M. K. February, p. 6
- Alexander, Claude L. August, p. 10
- Ansley, Bradford D. January, p. 42
- B**
- Baker, Mary Lou. March, p. 13
- Baxter, Dr. Frank C. January, p. 8
- Burton, Richard December, p. 11
- C**
- Chase, W. Howard. January, p. 6, July, p. 3
- Christian, Byron H. December, p. 9
- Curtin, Robert E., Jr. September, p. 6
- D**
- Daniel, Leon May, p. 8
- Dean, Gordon January, p. 14
- deMille, Cecil B. January, p. 12
- F**
- Fairman, Milton February, p. 11
- Fields, John E. July, p. 7
- Friedmann, Tomas D. W. June, p. 10
- Funston, Keith December, p. 4
- G**
- Gallup, George H. with
Layton E. Carter, Jr. August, p. 7
- Gartley, Harold M. October, p. 12
- Garrett, Paul October, p. 5
- Gemmell, Edgar M. February, p. 8
- H**
- Hackett, Charles M. November, p. 15
- Hale, Clifford M. September, p. 10
- Halley, William G. June, p. 13
- Hanson, James R. April, p. 16
- Hayakawa, S. I. January, p. 10
- Hodges, Wayne L. November, p. 12
- K**
- Kavesh, Robert A. June, p. 6
- Kelleher, James F. April, p. 6
- Knebel, Fletcher September, p. 3
- L**
- Lane, Cleveland May, p. 6
- Long, William J. May, p. 15
- M**
- McCaffrey, John L. February, p. 3
- Miller, Harold B. February, p. 4
- Millett, Richard October, p. 8
- Milt, Harry August, p. 17
- N**
- Nathan, Raymond March, p. 11
- Neff, Walter H. October, p. 11
- Nelson, Hale September, p. 15
- P**
- Patrick, Kenneth G. June, p. 18
- Perry, Glen March, p. 6
- Pinkley, Virgil. January, p. 44; May, p. 3
- Poole, Lynn April, p. 9
- Porter, Frank M. July, p. 9
- Powers, David Guy. August, p. 12
- Prout, Charles H. September, p. 12
- R**
- Ramo, Simon January, p. 11
- Reynolds, Conger November, p. 3
- Robinson, Dr. Claude June, p. 3
- Rodgers, Floyd D., Jr. March, p. 8

- S**
- Saunders, Scott May, p. 13
- Shapp, Martha and Charles. April, p. 11
- Siebert, Russell J. July, p. 12
- Stevenson, Ward B. October, p. 17
- W**
- Wampler, Cloud December, p. 6
- Werner, William G. April, p. 3
- Whitaker, Clem, and Baxter, Leone
August, p. 4
- Wilson, Lyle C. March, p. 3
- Wright, J. Handy. January, p. 16

INDEX BY TITLES

- A**
- ABA Issues 16 mm. Film. May, p. 18
- All in the Name of Public Relations. July, p. 6
- America Makes Up Its Mind. December, p. 11
- B**
- BBDO Holds Convention. April, p. 28
- Belgian Center Holds PR Study Day
March, p. 24
- Bid for the Uncommitted. October, p. 2
- Big Opportunities at Grass Roots. May, p. 2
- Board Chairman Looks at Public Relations
December, p. 6
- Book Reviews:
American Economic Development
August, p. 25
- Anticapitalistic Mentality December, p. 23
- Big Business in America. November, p. 24
- Blue Book of Awards. December, p. 26
- Business Information: How to Find
and Use It. April, p. 24
- Community Adult Education. May, p. 26
- Corporate Giving in a Free Society
June, p. 32
- Cases and Problems in Personnel
and Industrial Relations. July, p. 32
- Contemporary Public Relations,
Principles and Cases. April, p. 23
- Don't Go Near the Water. October, p. 25
- Economic Needs of Older People. May, p. 20
- The Empire July, p. 22
- The Engineering of Consent. June, p. 32
- Facts in a Candid World: America's
Overseas Information Program. May, p. 26
- The Free Man's Library. September, p. 25
- How Many Dollars for Advertising
July, p. 32
- I'd Rather Be President. October, p. 24
- Information Please Almanac
December, p. 26
- Mike and Screen Press Directory. April, p. 23
- Miracle of World War II. September, p. 22
- New York Times Style Book
November, p. 25
- Personal Influence November, p. 24
- The Power Elite. September, p. 22
- The PR in Profit. May, p. 20
- Professional Public Relations and
the Political Power. August, p. 24
- Psychology in Management. July, p. 23
- Public Relations for Social Agencies
December, p. 22
- Public Relations Handbook. December, p. 25

- The Road to Serfdom. October, p. 24
- The Spiked Heel. November, p. 25
- C**
- Campaign Blunders Can Change History
August, p. 4
- Capitalism at Retail. December, p. 4
- Chemical Progress Week: An Industry
Sheds Its Shyness. May, p. 6
- Clip or Miss? March, p. 13
- Community Relations Manual. August, p. 23
- Consolation for Minimum Budgets
February, p. 8
- D**
- Day in San Francisco. January, p. 18
- Deadliest Pitfall September, p. 6
- Development Section Lists Officers. May, p. 31
- E**
- East Meets West. January, p. 23
- Eighth National Public Relations
Conference January, p. 4
- Electronics and Automation. January, p. 11
- Europe's Hottest News Story?
It's the USA. June, p. 10
- F**
- The Fictional Business Leader:
Unflattering Is the Portraiture. June, p. 6
- Forceful and Vivid Vernacular
of the Eye. November, p. 15
- Fund Raising Course Offered by CU
August, p. 28
- G**
- Gentle Art of Persuasion. June, p. 3
- Graphic Industries and Publishing
Courses May, p. 29
- Ground Rules for Giving. August, p. 10
- H**
- Hawaiian Phone Company Stages
Annual Report March, p. 25
- Hollywood Version of the Public
Relations Man June, p. 2
- How Management Looks at Public
Relations February, p. 3
- How to Lose a Client. December, p. 8
- How to Take the Sin Out of
Size November, p. 6
- I**
- Inside or Out? May, p. 15
- Is Business Tongue-Tied? July, p. 9
- It's Tough to Be the Landlord. February, p. 6
- J**
- Just What I've Said All Along. August, p. 12
- L**
- Labor's Public Relations: Progress
on a Rocky Road. November, p. 12
- Lockheed Recreation Club. July, p. 31
- Lost Chords on the House Organ. June, p. 13
- M**
- Making the Most of a Birthday. July, p. 7
- More for Your Tax Dollars. February, p. 11
- N**
- New Administrative Quarterly
to Appear May, p. 32
- New Dimension in Public
Relations October, p. 5
- New Look at Institutional
Advertising October, p. 17
- Newspapermen Won't Bite You. May, p. 3
- New Techniques in Old World
Setting March, p. 11
- Ninth National PR Conference
Slated November, p. 20
- Ninth National PR Conference
to Be Held November 26-28. October, p. 3
- P**
- PRSA's 30th Chapter
Gets Charter February, p. 22
- Person to Person. April, p. 3
- Planned Speeches March, p. 2

Practical Politics Workshop
Sponsored by ECO.....July, p. 28
Prefab PR Department.....April, p. 16
Preparation for Public
RelationsSeptember, p. 2
Presidential Citations for 1955
(PRSA)January, p. 29
Problem First—
Technique AfterwardApril, p. 2
Proclaim LibertyJanuary, p. 12
Public Relations and Nuclear
EnergyJanuary, p. 14
Public Relations Aspects of
Corporate ContributionsJanuary, p. 42
Public Relations at the
White HouseSeptember, p. 3
Public Relations,
How, What and Why?.....May, p. 27
Public Relations in Perspective.....January, p. 6
Public Relations Problems in the
ProfessionJanuary, p. 44
Puerto Rican Bank Celebrates
Diamond JubileeDecember, p. 19

R

Railroad BibliographySeptember, p. 28
Reductio Ad Absurdum.....August, p. 3
Rising Level of Education of the
PublicJanuary, p. 8
Rising Level of Education of the
PublicJanuary, p. 10
San Francisco College to
Conduct ExperimentMay, p. 24
Scoundrel in Pin Stripes.....February, p. 2
Security Analyst: A One-Man
PublicOctober, p. 12
Seventh Annual PR Conference
Held at SC.....July, p. 27
Skeleton Is Out of the Closet.....August, p. 17
Southern PR Conference.....May, p. 28
Soviet Propaganda Weapon:
Dagger at the Heart.....November, p. 3
So You Want to Be in PR?.....July, p. 14
So You Want to Get It Published?..May, p. 13
Stockholder Relations and Proxy
ContestsJanuary, p. 16
Stop Them Cold.....April, p. 9

T

Talking to Junior? Avoid
These ErrorsApril, p. 11
Telling Business' Story of
the CampusDecember, p. 9
Ten Pictures That Stirred the World..May, p. 9
Test for Your Political Savvy.....August, p. 20
Theater Without a Box Office.....October, p. 8
Tough Customer: Is He Always
Right?October, p. 11
Training for Public Relations..September, p. 15
Tremors North of the Border..September, p. 10
TV's Perennial Star: The Political
CandidateApril, p. 6
TV's Sorriest Commercials.....August, p. 7
Twenty Million VisitorsMarch, p. 8

U

Unique PR Drive.....November, p. 21
Useful As Well As Ornamental.....July, p. 12

V

Vitality of Public Relations.....June, p. 3

W

What Businessmen Ought to Know
About PoliticiansMarch, p. 3
What Do You Do All Day?.....June, p. 20
What's the Good Word?.....September, p. 12
Which Public Do You Mean?.....March, p. 6
Why Oil Progress Week?.....February, p. 4
Wickman Named PRSA Executive
DirectorJune, p. 29
Wider Horizons for Teachers.....June, p. 18

Continued on Page 24



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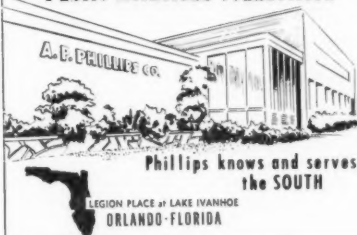
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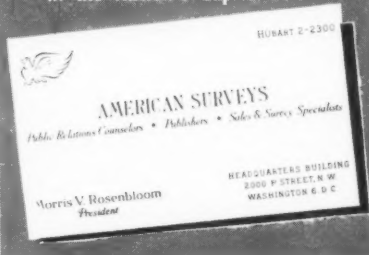
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Index—Continued

INDEX BY SUBJECT MATTER

A

- Administrative Science Quarterly Magazine May, p. 32
- Alpha Kappa Psi Directory..... February, p. 3
- AMA Personnel Conference..... February, p. 31
- American Banking Association Film..... May, p. 18
- American Business Leaders..... November, p. 24
- American College Public Relations Association Development Section..... May, p. 31
- American Production in World War II..... September, p. 22
- America's Overseas Information Program May, p. 26
- Analysis of National Planning..... October, p. 24
- Annual Reports Contest..... June, p. 27
- Australian Public Relations..... February, p. 32

B

- Belgian Public Relations..... March, p. 24
- Better Schools Magazine..... May, p. 27
- Bibliography of Public Relations in Railroad Industry in the U. S..... September, p. 28
- Business and Intellectuals..... September, p. 22
- Business and Politics..... March, p. 3
- Business Information—How to Use It..... April, p. 24
- Business Leaders as Portrayed in Fiction..... June, p. 6
- Business' Participation in PR Courses December, p. 9
- Business Relations with Newspapers..... May, p. 3

C

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- Profession October, p. 5
- Chemical Progress Week—PR Program May, p. 6
- Clipping Services March, p. 13
- College Training for Public Relations September, p. 15
- Columbia University Fund Raising Course August, p. 28
- Communications and Public Relations June, p. 3
- Communications—Company April, p. 3
- Communications with the Public..... January, p. 12
- Community Relations Seminar at Cornell May, p. 24
- Corporate Contributions June, p. 32
- Corporation Public Relations Programs April, p. 16
- Customer Relations in Air Lines..... October, p. 11

E

- Economic Development in America August, p. 24
- Education Budgets (University)..... February, p. 8
- Education—Level of the Public January, p. 8, p. 10
- Education Materials April, p. 11
- Effect of Mass Media on Attitudes November, p. 24
- Effective Citizens Organization Workshop July, p. 28
- Electronics and Automation..... January, p. 11
- Employee Publications June, p. 13
- Exhibit Display Tips..... April, p. 9

F

- Financial Public Relations..... May, p. 27

H

- Handbook for Political Candidates October, p. 24
- Hawaiian Phone Co. Annual Report March, p. 25
- Handling Corporate Contributions August, p. 10
- How Business Can Influence Public Opinion July, p. 9
- How to Sell Ideas..... August, p. 12

I

- Institutional Advertising October, p. 17
- International Publicity June, p. 10

J

- Job Applicants Qualifications in PR..... July, p. 14

L

- Labor Unions' Public Relations History November, p. 12
- Landlord-Tenant Public Relations Program February, p. 6
- Longwood Gardens Operational Program July, p. 12

M

- Management and Public Relations February, p. 3
- Metropolitan Museum—Public Relations Program..... March, p. 8
- Motion Pictures as a Communications Tool October, p. 8

N

- Newspaper Style Book—The New York Times..... November, p. 25
- New York University Graphic Arts Courses..... May, p. 29
- Nuclear Energy and Public Relations January, p. 14

O

- Obligations of Public Relations..... December, p. 6
- Ohio University—PR Course..... March, p. 27
- Oil Industry Staff Study..... November, p. 6
- Oil Progress Week—Public Relations Program..... February, p. 4
- Older People's Economic Needs..... May, p. 20

P

- Photography—Ten Outstanding

- Pictures May, p. 9
- Photography's Uses in Public Relations November, p. 15
- Pitfalls in Industrial Public Relations September, p. 6
- Political Candidates and TV..... April, p. 6
- Political Public Relations..... August, p. 4
- Psychology in Business..... July, p. 22
- Public Relations in Political Campaigns August, p. 24
- Public Relations as an Operating Function of Management..... May, p. 23
- Public Relations Committee of Citizen's Committee for the Hoover Report February, p. 11
- Public Relations—Contemporary Principles and Cases..... April, p. 23
- Public Relations—Corporate Contributions January, p. 42
- Public Relations for Mental Health Assoc. August, p. 17
- Public Relations Growth in the U. S. and Europe..... July, p. 3
- Public Relations in Europe..... March, p. 11
- Public Relations in the Navy..... October, p. 25
- Public Relations—Newspapers January, p. 44
- Public Relations in Profit..... May, p. 20
- Public Relations Perspective..... January, p. 6
- Public Relations Problems in Canada for U. S. Firms..... September, p. 10
- Public Relations—Shoe Industry November, p. 25
- PRSA—Central Texas Chapter..... February, p. 23
- PRSA—Eighth National Conference January, p. 4
- PRSA—Minnesota Chapter..... February, p. 25
- PRSA—Names Executive Director..... June, p. 29
- PRSA—Ninth National Conference October, p. 3; November, p. 20
- PRSA Presidential Citations, 1955 January, p. 29
- PRSA—San Francisco January, p. 18
- PRSA—Southern California Chapter Conference July, p. 27
- PRSA—Third Hawaiian Conference January, p. 23
- PRSA Thirtieth Chapter..... February, p. 22
- Publishing Industrial Articles..... May, p. 13

R

- Rules of Professional Behavior..... December, p. 8

S

- San Francisco College Program..... May, p. 24
- Security Analysts and Public Relations October, p. 12
- Semantics Use in Public Relations September, p. 12
- Social Agency Public Relations December, p. 22
- Southern Public Relations Conference May, p. 28
- Soviet Propaganda November, p. 3
- Stockholder Relations—Proxy Contests January, p. 16
- Stock Ownership in Business..... December, p. 5
- Summer Programs for Teachers..... June, p. 18

T

- TV Commercials August, p. 7
- Typical Day in the Life of a PR Executive June, p. 20

U

- University of Southern California Course May, p. 30
- University of Southern California Diamond Jubilee July, p. 7
- Utica College PR Course..... July, p. 25

W

- What Shapes Thinking?..... December, p. 11
- White House and Public Relations September, p. 3

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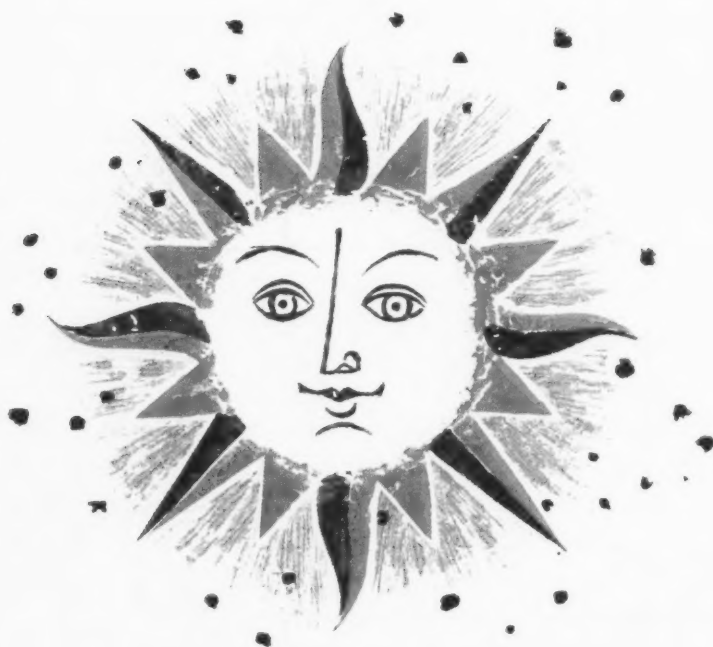
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